

# PANDEMIC INFLUENZA

## Preparedness, Response, and Recovery

### GUIDE FOR CRITICAL INFRASTRUCTURE AND KEY RESOURCES



Homeland  
Security

Annex:  
Commercial Facilities  
Sector Pandemic  
Guideline



## ANNEX: Commercial Facilities Sector Pandemic Influenza Planning Guidelines

**Purpose:** This Sector-specific guideline is an annex to the *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources (CI/KR Pandemic Influenza Guide)* and intends to assist the Commercial Facilities Sector, and the businesses within the sector, with planning for a catastrophic influenza pandemic. Companies that fail to prepare for such a prolonged catastrophic event may find themselves without the staff, equipment, or supplies necessary to continue providing essential services for their customers and the nation. For the complete guide, please see [www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf](http://www.pandemicflu.gov/plan/pdf/cikrpandemicinfluenzaguide.pdf).

**How-to-Use Guidelines:** The guideline serves as a non-prescriptive reference for owner-operators and a practical tool that business planners can use to augment and tailor their existing emergency response plans given the unique challenges a pandemic influenza presents. **It is important to integrate this influenza pandemic planning with your existing business continuity and emergency response plans and/or the CI/KR Pandemic Influenza Guide's comprehensive framework for pandemic influenza catastrophic planning.** This annex addresses the major challenges the Commercial Facilities may face and should assess in its pandemic influenza planning within the seven key areas of vulnerability highlighted in blue boxes in the Guideline. While not necessarily applicable to all businesses or entities in a given sector, each relevant *Action*, *Supporting Action*, and *Question* in this guideline can be integrated and managed as a separate checklist item during the planning process.

- **Actions:** These are primary checklist items with numerous related supporting actions and questions to consider.
- **Supporting Actions:** Expanding on the overarching action, these supporting actions offer suggestions for further study.
- **Questions to Consider:** These questions are Sector-specific and designed to focus on the main and supporting actions. The questions are neither comprehensive nor prescriptive; they simply represent a starting point to stimulate thinking about further actions and options.

**Planning Assumptions:** Influenza pandemics are unpredictable events; it is impossible to forecast their characteristics or severity accurately.. The Centers for Disease Control and Prevention (CDC) define a severe pandemic influenza as a Category 4 or 5 with case fatality ratio of 1 percent or higher. Given today's highly mobile population, if a severe pandemic influenza emerges, outbreaks may occur nearly simultaneously across the country making reallocation of resources more difficult than in other emergencies. Therefore, each sector must rely primarily on its own internal resources for response. While an influenza pandemic will likely affect a given community for six to eight weeks, nationally a wave may linger for up to 12 weeks. Thus, even though a community outbreak may have subsided, businesses in those communities that depend on a national supply chain may find themselves without the necessary materials, supplies, and workforce because other communities across the country may still be affected by an outbreak. The guidance, which is based on disease impact assumptions ([pandemicflu.gov/plan/pandplan.html](http://pandemicflu.gov/plan/pandplan.html)) from the CDC, includes the following:

- *Susceptibility to the pandemic influenza virus will be universal.*
- *Once sustained person-to-person transmission begins, the disease will spread rapidly around the globe.*
- *The clinical disease attack rate will likely be 30 percent or higher in the overall population during the pandemic influenza.*
- *Rates of absenteeism will depend on the severity of the influenza pandemic. In a severe influenza pandemic, absenteeism attributable to illness, the need to care for ill family members and fear of infection may range from 20 to 40 percent.*
- *Epidemics will last 6-8 weeks in affected communities.*
- *Multiple waves (periods where community outbreaks strike across the country) will likely occur with each lasting 2-3 months.*

For detailed information on these planning assumptions and the pandemic influenza context, see Section 3 of the CI/KR Pandemic Influenza Guide and the other Federal guidance at [www.pandemicflu.gov](http://www.pandemicflu.gov).



## ESSENTIAL SERVICES AND FUNCTIONS

Industries in all sectors of the American economy will experience pandemic flu impacts – the Commercial Facilities Sector is no exception, and given the nature of an influenza pandemic, some subsectors of the Commercial Facilities sector may experience a severe drop off in business. Effective coordination with public safety officials and community leaders will facilitate the integration of Commercial Facilities owners and operators into all community emergency operations plans. The Commercial Facilities sector is widely diverse in both scope and function, and has a dominant influence on the Nation’s economy. The sector includes retail centers, hotels, casinos, theme parks, motion picture production studios, office and apartment buildings, convention centers, sports stadiums, and other sites where large numbers of people congregate to pursue business activities, conduct personal commercial transactions, or enjoy recreational pastimes.

<b>ACTION Identify and assess your company’s essential services, functions and processes.</b>		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify all essential services and functions necessary to maintain operations.	<ul style="list-style-type: none"> <li>What essential business functions and processes must you sustain to produce, distribute and maintain essential services, functions and processes?</li> </ul>
<input type="checkbox"/>	Identify key customers (i.e. health care tenants) with specific needs.	<ul style="list-style-type: none"> <li>Have you communicated with your critical customers and business partners about the need to jointly plan for pandemic flu?</li> </ul>
<input type="checkbox"/>	Prioritize your critical customers or tenants based on their expected value to the community during an influenza pandemic.	<ul style="list-style-type: none"> <li>Will hotel guests need healthcare, food or other services if they are stranded or sick and how will you interact with them to provide the services they need?</li> </ul>
<input type="checkbox"/>	Determine the extent that your business will likely be impacted by an influenza pandemic.	<ul style="list-style-type: none"> <li>Have you revised your incident management capabilities given the pandemic flu threat?</li> </ul>
<input type="checkbox"/>	Prioritize your services and functions and identify those that you can suspend.	<ul style="list-style-type: none"> <li>Are there products and services you provide or functions that you serve that you might be able to suspend during a pandemic influenza outbreak?</li> </ul>
<input type="checkbox"/>	Identify critical vendors and assess their pandemic influenza plans to ensure their delivery of supplies and services.	<ul style="list-style-type: none"> <li>What impacts might a severe pandemic flu have on demand from your critical customers?</li> </ul>
<input type="checkbox"/>	Garner support from your senior management for all pandemic planning and contingency plans.	<ul style="list-style-type: none"> <li>Given the nature of your business, how likely will it be to maintain business operations during a pandemic influenza (e.g., public assembly facilities, sports leagues and resorts)?</li> </ul>
<input type="checkbox"/>	Calculate the impact on the business if the “brick & mortar” stores are closed for an extended period.	<ul style="list-style-type: none"> <li>If your business or facility will likely close what essential minimal operations must you maintain (e.g., maintain care of live animals at zoos and other holding facilities)?</li> <li>Can you operate if your customers do not want to be near other customers or employees?</li> <li>If you have a severe drop off in business and corresponding revenue, how long can you continue to operate?</li> <li>Do the functions and processes that sustain your operation require your employees to encounter customers?</li> <li>Could your hotel or resort be used as a healthcare treatment center if guests are no longer traveling or attending conferences?</li> <li>How might you adapt your typical services to support the community, region or nation?</li> <li>Is there a current Emergency/Crisis Management Team in place and are the roles and responsibilities clearly defined?</li> <li>Does this EMT team meet on a regular basis to discuss current best practices and events related to major outages?</li> <li>Can the business maintain operations if it limits itself to its online presence?</li> <li>What are the forecasted effects on the business and the consumer-buying habits in a pandemic</li> </ul>



		<p>influenza situation?</p> <ul style="list-style-type: none"> <li>• Has your business tested its pandemic contingency plan?</li> <li>• Is there a single point of contact or designated department that will be the point of contact or information and communications during a pandemic?</li> <li>• Are there any critical vendors/suppliers located in areas or countries impacted by the pandemic influenza outbreak?</li> <li>• What would be the alternate channels of communications/interaction with vendors and suppliers located in quarantined areas?</li> <li>• Can a business alter its operation to rely on drive-up delivery or home-delivery services?</li> </ul>
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## ESSENTIAL ASSETS, EQUIPMENT AND SYSTEMS

Unlike other disasters, a pandemic influenza will not physically damage infrastructure. However, planners need to assess the impact that personnel loss will have on the Commercial Facilities Sector's assets and equipment. In addition, a pandemic's impact on the supply chain (i.e., "just-in-time" delivery, warehousing, and logistics) could have a significant impact on the ability to get replacement parts and supplies, or to conduct routine maintenance on assets and equipment. Planners should have contingency plans that address the lack of parts and supplies for operating essential equipment and assets. Businesses that rely on remote real-time services for maintaining business continuity will likely need to adjust their telecommuting activities to make them more efficient. Essential assets and equipment include: shopping centers, hotels, conference centers and resorts, billing, payroll and IT systems, facility repair and maintenance equipment, television and radio broadcast equipment.

### **ACTION** Review assets and equipment critical to support each essential function.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify equipment and systems that must operate continuously and/or at key periods to sustain essential functions and processes.	<ul style="list-style-type: none"> <li>• Is the facility that houses your operations essential to the service you provide or product you manufacture or distribute? If so, what systems or equipment are essential to ensure your facility can continue to house your businesses' essential functions?</li> </ul>
<input type="checkbox"/>	Identify supplies, materials needed to maintain assets or equipment; plan to stock or procure them for up to 12 weeks.	<ul style="list-style-type: none"> <li>• How will you repair failed primary and supporting equipment with a reduced workforce and potential supply shortages?</li> </ul>
<input type="checkbox"/>	Review your facility's primary and supporting components to identify potential single point failures and cascading consequences.	<ul style="list-style-type: none"> <li>• If your IT system is not functional do you have a paper-based system as backup?</li> <li>• How long can you continue to operate without reimbursement for services or products?</li> </ul>
<input type="checkbox"/>	Assess recurring and preventative maintenance requirements.	<ul style="list-style-type: none"> <li>• Have you developed standard operating procedures for your systems and equipment, and distributed them broadly to managers and employees?</li> <li>• Do you have pre-established contracts with vendors?</li> </ul>
<input type="checkbox"/>	Assess implications if your essential equipment fails early on in a pandemic.	<ul style="list-style-type: none"> <li>• What systems and equipment require regular maintenance by law? If that maintenance is not performed, can you continue to use the equipment in an emergency?</li> <li>• Is there excess operational capacity in your organization to sustain functions while alternating and reducing demands on equipment and workers?</li> </ul>
<input type="checkbox"/>	Calculate the segment of associates that must be on-site to support critical equipment and functions.	<ul style="list-style-type: none"> <li>• Do you have replacements available for all essential equipment on-site or locally?</li> <li>• Have you updated standard operating procedures for your essential systems and equipment to address pandemic conditions?</li> <li>• Could the operation of your essential systems or equipment (e.g., procedures requiring close</li> </ul>



		<p>contact between employees or HVAC equipment) contribute to the transmission of the influenza virus, and if so, how can you eliminate or modify to prevent this? (NOTE: CDC has determined that transmission of the influenza virus through HVAC systems is unlikely.)</p> <ul style="list-style-type: none"> <li>• Have you cross-trained your employees who perform critical functions and who work with essential equipment?</li> <li>• Does your business have current inventory of parts for essential equipment?</li> <li>• Are there any new items added to the inventory since the last equipment/asset update?</li> <li>• Are there any old assets/systems that have been removed from the inventory since the last equipment update?</li> </ul>
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<b>ACTION</b>	<b>Prepare to sustain essential assets and equipment for up to 12 weeks.</b>
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✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> Consider how each action relates to those developed to address other emergencies in your existing business contingency plans. <input type="checkbox"/> Plan to rely on in-house or available local resource for up to 12 weeks. <input type="checkbox"/> Prioritize the options available to you to reduce demands on your resources. <input type="checkbox"/> Consider establishing a pandemic influenza mutual aid program among similar small/medium and even large businesses to assist each other with sustaining essential assets.		<ul style="list-style-type: none"> <li>• How can you modify functions/processes temporarily to maintain essential functions?</li> <li>• Is there excess operational capacity in your organization to sustain functions while alternating and reducing demands on equipment and workers?</li> <li>• Have you updated standard operating procedures for your essential systems and equipment to address pandemic conditions?</li> <li>• Can you defer or accelerate scheduled maintenance on short notice?</li> <li>• Can your suppliers ensure priority deliver of replacement parts for your systems and equipment during a pandemic?</li> <li>• Do you have replacements available for all essential equipment on-site or locally?</li> <li>• Is there an IT disaster recovery plan, and is it tested on a regular basis using a different IT team member during each test for succession planning?</li> <li>• How might small- and medium-sized businesses collaborate to reduce their risk and vulnerability for essential assets and equipment?</li> </ul>

### ESSENTIAL RAW MATERIALS AND SUPPLIES

A pandemic influenza wave may linger in a community for six to eight weeks. The negative impacts on individuals, organizations, and the nation from the illness and disease mitigation strategies will have an affect over a much greater duration than other typical disaster scenarios. A severe pandemic influenza may disrupt access to your essential materials and supplies necessary to function for up to 12 weeks. Businesses in the Commercial Facilities Sector should examine their supply chain, in-house storage capacity and ability to stockpile essential materials and supplies and prepare, if possible, to be self sustaining for up to 12 weeks. Given a reliance on “just-in-time” delivery and the potential impacts that could shut down your supply chain, you may need to consider stockpiling repair parts and Personal Protective Equipment (PPE) (e.g., masks, gloves, hand sanitizer) on-site or locally, or make other contingency plans.

<b>ACTION</b>	<b>Identify materials and supplies to sustain essential functions for up to 12 weeks.</b>
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✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/> Identify critical materials and supplies necessary to maintain essential functions.		<ul style="list-style-type: none"> <li>• What materials and supplies are essential, and how much of them are needed, to sustain the most critical operations of your commercial facilities for up to 12 weeks?</li> </ul>



<input type="checkbox"/> Prioritize essential materials and supplies necessary to operate equipment and sustain essential functions. <input type="checkbox"/> Identify options to reduce demand for essential materials and supplies. <input type="checkbox"/> Assess all internal and external supply-chain support operations and contacts. <input type="checkbox"/> Explore options to reduce the need to stockpile high-cost supplies or hazardous materials on-site. <input type="checkbox"/> Assess costs to procure, stock, and/or ensure delivery of essential materials.	<ul style="list-style-type: none"> <li>• How many days supply do you stock on-site for all essential supplies and materials, and how will you obtain the difference in a pandemic influenza emergency?</li> <li>• What supplies might you substitute as backups temporarily for preferred critical ones?</li> <li>• Are there operations and maintenance/repair processes you might modify temporarily to reduce demand on stocking supplies (e.g. delay replacement of air filters on HVAC)?</li> <li>• How might small- and medium-sized businesses collaborate to reduce their risk and vulnerability for essential supplies and materials?</li> <li>• Will demand for cleaning and disinfectant supplies be greater at facilities that accommodate the public?</li> <li>• Can your business invest revenue to stockpile supplies and materials?</li> <li>• Does your business have the space and support to stockpile supplies and materials?</li> </ul>
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<b>ACTION Determine the most effective ways to ensure an adequate supply of essential materials and supplies.</b>		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
	<input type="checkbox"/> Identify physical or safety limitations in stocking sufficient essential supplies and materials locally. <input type="checkbox"/> Identify a formal chain of command to ensure someone is available to authorize major emergency procurements. <input type="checkbox"/> Identify additional security needs for expanded and newly created high-value or at-risk materials stockpiles. <input type="checkbox"/> Coordinate with all supply-chain vendors and normal support sites. <input type="checkbox"/> Determine if vendors and suppliers have a pandemic plan.	<ul style="list-style-type: none"> <li>• Do you have adequate security measures for high-cost or high-value supplies?</li> <li>• What can you afford to stockpile and what must you stockpile, and how do you fund these costs (e.g., retained earnings, special disaster fund)?</li> <li>• How many days supply are typically on-site for all essential materials, and how will you obtain the difference in a pandemic influenza emergency?</li> <li>• Is there adequate space on-site to expand storage of supplies temporarily?</li> <li>• If you cannot stockpile essential materials or your 'just-in-time' supply chain fails, do you have effective backup plans (e.g., pre-negotiated contracts for priority deliveries)?</li> <li>• How can you provide incentives for your support contractors to become better prepared (e.g., collaborate on planning, integrate preparedness training, and stipulate pandemic planning and certification in all supply contracts)?</li> <li>• Have you authorized essential workers to independently make purchases via credit card or open purchase order?</li> <li>• Have you integrated your planning with your local/regional suppliers to ensure you are receiving priority support?</li> <li>• What happens if your supply chain cannot provide critical materials or supplies? How quickly would your ability to provide essential services be affected, and how will you notify and coordinate with customers, tenants, and emergency response officials?</li> <li>• Do the pandemic plans of your vendors and suppliers include plans to shut off deliveries to areas affected by the pandemic influenza?</li> <li>• Will your vendors and suppliers work with businesses to set up alternative delivery points</li> </ul>



		<p>outside an affected area?</p> <ul style="list-style-type: none"> <li>• Does the possibility exist to have multiple warehouse shifts in order to ensure that products get out to customers?</li> <li>• Are on-hand inventories adequate to sustain recurring pandemic waves up to 12 weeks?</li> <li>• Has there been any collaboration with vendors and suppliers on refreshing supplies?</li> </ul>
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## ESSENTIAL WORKERS

**A severe pandemic influenza may create extended absences for your workers and your service vendors; the actual absentee rate may approach 40 percent.** To complicate matters, it will strike randomly among employees from the boardroom to the mailroom. Implementing social distancing, personal hygiene strategies, and workplace PPE may alleviate some worker-related crises. Businesses may consider stockpiling certain medical (e.g., antiviral medications, see [www.pandemicflu.gov/vaccine/medantivirals.html](http://www.pandemicflu.gov/vaccine/medantivirals.html)) and non-medical countermeasures (e.g., hand disinfectants, gloves and masks). A list of essential workers will likely include but not be limited to: management, office and administrative staff, facilities maintenance and engineers, security personnel, food and beverage workers, and housekeepers.

<b>ACTION Identify the types and numbers of workers critical to sustain essential functions.</b>		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify essential workers based on ability to sustain your company's essential functions and services.	<ul style="list-style-type: none"> <li>• Have you identified the workers needed to sustain the essential functions and services necessary to provide your most essential goods and services?</li> <li>• Is there a current succession plan for key management, IT teams, and security?</li> <li>• Have you considered cross training other groups and/or departments in your organization to gain more depth in those skill-sets? For example, is it possible to cross-train business operations personnel to perform facilities maintenance and operations tasks (and vice versa)?</li> <li>• What challenges do you face with full-time, part-time, seasonal, or contract workers?</li> <li>• Being mindful of employee privacy rights and concerns, are there differences in your workforce by age and/or family status (e.g., employees with younger children affected by school closures and self-quarantine or "baby-boomer"-age workers who care for elder family members at home)?</li> <li>• What are the different workforce challenges for on-site vs. off-site and full vs. part-time contractors to perform critical functions?</li> <li>• What essential operations might you support temporarily through external contract support?</li> <li>• Have you considered performing regular telecommuting exercises with employees to assess remote access capabilities and to familiarize them with telecommuting policies/procedures?</li> <li>• Have you established predetermined employee toll-free contact numbers, company websites, and communication plans?</li> <li>• Can businesses operate from a single site or several sites during a pandemic influenza outbreak with available associates to maintain the business operation?</li> </ul>
<input type="checkbox"/>	Assess requirements based on operational demands for essential workers.	
<input type="checkbox"/>	Define roles and responsibilities of employees, labor organizations, managers, and staff medical personnel during a pandemic.	
<input type="checkbox"/>	Assess impacts from short-term and extended absence by essential workers.	
<input type="checkbox"/>	Assess options available to maintain contractor support for those contractors who perform essential operations and functions.	



ACTION	Identify policies and procedures to protect and sustain workers during a pandemic influenza.	
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Temporarily augment essential worker ranks.</li> <li><input type="checkbox"/> Emphasize worker/workplace disease strategies. See: <a href="http://www.pandemicflu.gov/plan/workplaceplanning/index.html">www.pandemicflu.gov/plan/workplaceplanning/index.html</a>.</li> <li><input type="checkbox"/> Consider screening employees and visitors for influenza symptoms at the entrances to your facilities.</li> <li><input type="checkbox"/> Consider plans to increase number of employees working from home. Ensure internal IT system can support this action.</li> <li><input type="checkbox"/> Determine which types of PPE are best for your various worker types. For information on suggested PPE use, see: <a href="http://www.osha.gov/Publications/influenza_pandemic.html">www.osha.gov/Publications/influenza_pandemic.html</a>.</li> <li><input type="checkbox"/> Develop protocol (i.e., seek medical attention, stay away from work, notify supervisor) for employees to follow if they contract virus, show symptoms, or have ill family members.</li> </ul>	<ul style="list-style-type: none"> <li>• Are there practical temporary changes you can take to increase worker availability (e.g., extending shifts to 12 hours, adding overtime, and using other workers)?</li> <li>• Have you considered the possibility of sending home non-essential staff?</li> <li>• Have you considered the need and conditions for more extreme measures, such as sequestering on-site critical staff?</li> <li>• Could you employ off-site work options for part of your staff (e.g., business office staff)?</li> <li>• Is there a "work from home" policy ready for those employees who can access the systems through remote dial in?</li> <li>• What percentage of employees is able to work remotely?</li> <li>• What job functions can be handled remotely?</li> <li>• Will your business' IT system support the number of employees that may work remotely?</li> <li>• What are the business criteria for determining whether pandemic flu plans are actionable?</li> <li>• Should you enhance your worksite's cleaning procedures or the cleaning procedures of your publicly accessible facilities (<a href="http://www.osha.gov/Publications/influenza_pandemic.html">www.osha.gov/Publications/influenza_pandemic.html</a>)?</li> <li>• Have you considered contacting your healthcare provider(s) for awareness and training information for employees on recommended hygiene behaviors for their families?</li> <li>• How do you fund the costs associated with stocking worker protection items such as PPE?</li> <li>• What impacts will PPE use have on worker productivity (e.g., can you use PPE when performing your company's heavy physical labor)?</li> <li>• Has your community completed a Hazard Assessment Survey and Analysis for PPE?</li> <li>• Have you installed a procedure for tracking employee absenteeism through HR? Ensure you have trained HR professionals on HIPAA/employee information privacy.</li> <li>• Have you considered an automated tool/database to have employees report in during later influenza pandemic phases in order to track employee absenteeism via remote means?</li> <li>• Can you close non-critical common areas, such as exercise rooms and cafeterias?</li> <li>• Have you considered the need or the ability to completely separate staff?</li> <li>• Have you considered compiling a list of medical facilities in the area to refer visitors/employees to for treatment if they are exhibiting flu symptoms (e.g., if a visitor's temperature is elevated or if they do not pass other elements of your screening protocol)?</li> <li>• Do you have food, water, and shelter for staff that may stay onsite for an extended period?</li> <li>• Have family needs been considered for employees who stay onsite for an extended period?</li> <li>• Should the company consider maintaining a stockpile of antiviral medications to sustain essential business operations?</li> <li>• How would you identify key individuals for use of stockpiled antiviral medications?</li> </ul>



<b>ACTION Identify Human Resource (HR) and protective actions to sustain essential workforce.</b>		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess standard HR policies and procedures.	<ul style="list-style-type: none"><li>• Have you adapted existing sick leave policies to support ill workers and workers with ill family members (<a href="http://www.pandemicflu.gov/plan/community/commitigation.html">www.pandemicflu.gov/plan/community/commitigation.html</a>)?</li><li>• Have you met with unions and other HR groups on implementing new policies temporarily?</li><li>• Have you communicated with workers and their families about potential HR policy changes?</li><li>• Have you identified actions to reduce potential abuse of the leave policies you have adapted?</li><li>• Have you identified legal and business effects from employing emergency HR policies (e.g., costs associated with leave policies)?</li></ul>
<input type="checkbox"/>	Develop additional HR policies specific to pandemic influenza response.	
<input type="checkbox"/>	Identify likely legal considerations that may arise from these new HR actions.	
<input type="checkbox"/>	Develop plans and procedures that provide support and assistance to employees' families.	
<input type="checkbox"/>	Relay official communications/alerts/advisories from public health and other authorities to all staff in a consistent and timely fashion.	
		<ul style="list-style-type: none"><li>• Have you considered relevant Federal, State, or local laws (e.g., FMLA) that govern extended leave for employees?</li><li>• Have you considered prescreening essential staff to gauge their willingness to receive antiviral medications and/or vaccines given the potential side effects?</li><li>• Have employees been educated on the pandemic and the steps needed to protect their family?</li><li>• Does your current health care plan cover a pandemic influenza-related illness?</li><li>• How do you maintain employee loyalty during a pandemic influenza outbreak?</li><li>• Have you considered how payroll will be affected during a pandemic influenza outbreak?</li><li>• Do you have a current and up-to-date emergency contact roster for all employees?</li><li>• Should businesses push for Federal and State labor law contingencies for a pandemic influenza outbreak?</li><li>• If a business closes because of the pandemic influenza, have your employee records been adequately protected?</li></ul>

## ESSENTIAL INTERDEPENDENCIES

When a pandemic influenza strikes, it will affect all sectors of society. Preparedness and response requires a coordinated national response, including Federal government, as well as State, local, tribal, and territorial governments (heretofore State and local government) and most importantly the private sector. To facilitate a swift pandemic flu response and recovery, the Commercial Facilities Sector, and the businesses therein, must identify and sustain its essential interdependencies within and across sectors. Other sectors rely on the Commercial Facilities Sector for the retail facilities to provide critical goods and services, housing, critical information from the entertainment and media sub-sector, and temporary accommodations from the lodging sector. Conversely, the Commercial Facilities Sector relies on other sectors, including the energy, transportation, water and food and agriculture sector to continue to operate and maintain the hotels, shopping centers, television stations and residential facilities that make-up the sector.

<b>ACTION Identify interdependent relationships and take actions to sustain this support.</b>		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Assess your external cross-sector essential service support requirements.	<ul style="list-style-type: none"><li>• What other sectors (e.g., Transportation, Energy) are you reliant on to sustain operations?</li><li>• What customers depend most on your products and services, and how can you support them?</li></ul>



<input type="checkbox"/>	Assess capability of mutual aid and assistance networks to reduce vulnerabilities.	<ul style="list-style-type: none"><li>• Do other facilities in your area have adequate stockpiles of materials and cross-trained personnel on hand to reduce potential demands for emergency interdependent support?</li></ul>
<input type="checkbox"/>	Collaborate with public/private partners, such as State/local health authorities and first responders, who support and rely on you.	<ul style="list-style-type: none"><li>• Can you reduce your company's vulnerability on municipal and cross-sector support (e.g., installing multiple electrical feeds and generation sources to backup your electrical supply)?</li></ul>
<input type="checkbox"/>	Develop joint operational plans with service providers, suppliers, and customers.	<ul style="list-style-type: none"><li>• Are you part of your community's pandemic flu planning and preparedness process?</li><li>• Have you integrated your pandemic plans with government and cross-sector plans?</li></ul>
<input type="checkbox"/>	Assess the pandemic plan of the local government(s) in which you have operations.	<ul style="list-style-type: none"><li>• Do you participate in public/private pandemic flu planning and response training exercises?</li><li>• Do you have contacts with your local government pandemic contingency planning team?</li><li>• Will there be support from Federal, State, or local government pandemic contingency teams that may assist your business and/or the Sector at large?</li><li>• If a business closes for an extended period due to pandemic-related impacts, have you established adequate Loss Prevention safe guards to protect the business' assets, equipment, and records?</li></ul>

## REGULATORY ISSUES

In response to a pandemic flu, the government may provide direct support in the form of vaccines, antiviral medications, and personal protection supplies for essential workers; priority and clearances for a business' supply deliveries; on-site public safety and physical security augmentation. Indirect support may come from governmental relief such as waivers for key regulatory issues specific to a sector. However, no company should consider or count on possible regulatory relief and/or waivers in their pandemic flu planning. Early discussions with regulatory officials can best identify issues needing to be addressed before a pandemic flu strikes.

<b>ACTION</b> Identify Federal/State/local regulatory regulations that may affect your operations.		
✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Identify regulations that, if temporarily modified, would reduce impacts on your critical functions, resources, and workers.	<ul style="list-style-type: none"><li>• Are there direct or indirect impacts on business operations that should be addressed by safety requirements or other government response actions?</li></ul>
<input type="checkbox"/>	Coordinate possible direct and indirect support and specific regulatory constraints and relief options in advance with your appropriate Federal/State/local government officials, associations, and agencies.	<ul style="list-style-type: none"><li>• Are there temporary waivers to standing regulations that your company may need during a pandemic influenza?</li><li>• What temporary government actions (e.g., regulatory relief, financial or material assistance, or information) may help with business continuity and delivery of essential services and functions?</li></ul>
<input type="checkbox"/>	Communicate potential relief actions in advance to workers, supporting businesses, insurers and customers.	<ul style="list-style-type: none"><li>• Have you coordinated with federal, local and state officials to raise awareness of possible regulatory relief and/pr waivers that may arise during a pandemic influenza?</li><li>• Have you considered the increased security needs of your high-value tenants or facilities and communicated those with your local emergency officials?</li></ul>



## IMPACTS FROM COMMUNITY DISEASE MITIGATION STRATEGIES

To reduce impacts from a pandemic influenza, Federal, State, local, and tribal government authorities, as well as private entities, may implement strategies, including: voluntary isolation; voluntary home quarantine; school closures; and social distancing of adults in the community and workplace. The public health and social distancing strategies may ultimately contain the disease and will reduce the risk of infection and loss of life, but they also will have significant consequences for utilities and private sector businesses that must be managed carefully. For more information on possible community mitigation strategies, please see [www.pandemicflu.gov/plan/community/commitigation.html](http://www.pandemicflu.gov/plan/community/commitigation.html), particularly Appendix 4, and Section 3 of the *CI/KR Pandemic Influenza Guide*.

### **ACTION** Identify effects from mitigation strategies; take actions to reduce negative impacts.

✓	SUPPORTING ACTIONS	QUESTIONS TO CONSIDER
<input type="checkbox"/>	Calculate effects of Community Mitigation Strategies on your facility, see: <a href="http://www.pandemicflu.gov/plan/community/commitigation.html">www.pandemicflu.gov/plan/community/commitigation.html</a>	<ul style="list-style-type: none"><li>• What impacts will the strategies have on worker absentee rates (e.g., how will it affect your workers if schools/childcare facilities close for weeks at a time)?</li></ul>
<input type="checkbox"/>	Consider the need to separate the workforce, establish independent locations, and/or preserve a clean worksite.	<ul style="list-style-type: none"><li>• How can you communicate these strategies to your workers while assuring them that their health and their families' health, is of the highest priority?</li></ul>
<input type="checkbox"/>	Determine the strategies that your State/community may/can employ.	<ul style="list-style-type: none"><li>• What effects will these strategies have on worker absentee rates?</li></ul>
<input type="checkbox"/>	Discuss with workers the potential impacts from strategies.	<ul style="list-style-type: none"><li>• How can you survey your employees to identify who may need to stay home, telework, or work an alternate schedule to care for children dismissed from school or childcare?</li></ul>
<input type="checkbox"/>	Familiarize yourself with your community's pandemic influenza planning trigger points and the CDC Pandemic Severity Index ( <a href="http://www.pandemicflu.gov/plan/community/commitigation.html#IV">www.pandemicflu.gov/plan/community/commitigation.html#IV</a> ) to determine the timing and use of mitigation interventions.	<ul style="list-style-type: none"><li>• How will distribute PPE, antivirals, and vaccines when available to essential workers?</li><li>• Have you put in place plans and procedures to provide support to employee families?</li><li>• What services can you conduct remotely to limit the number of people in the workplace?</li><li>• What workplace social distancing measures can you implement (e.g., work-at-home options, split working/meal shifts, altering workplace schedules, increased video conferencing)?</li><li>• How can you alter workplace practices to limit the spread of the virus (e.g. discourage handshaking, reduce use of public transportation, increase distance between workstations,)?</li><li>• Have you considered alternate housing for workers who do not go home to their families?</li><li>• Have you met with your local leaders on the timing of measures, alerts, and implementation they are considering for the community and on the triggers for your operational response?</li><li>• Have you compiled a list of employee contact numbers and email addresses to ensure communications during the pandemic influenza?</li><li>• Has your organization established call-in numbers where employees can uniformly receive updates from management on the current situation?</li><li>• Can you contract with a Pharmaceuticals Distribution Manager (PDM) to help manage the legal and logistical aspects of procuring, storing and distributing PPE or vaccines?</li></ul>

For additional useful information, including a PDF copy of the complete *Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources*, visit [www.pandemicflu.gov](http://www.pandemicflu.gov) or email your questions to [dhspandemic@dhs.gov](mailto:dhspandemic@dhs.gov).